

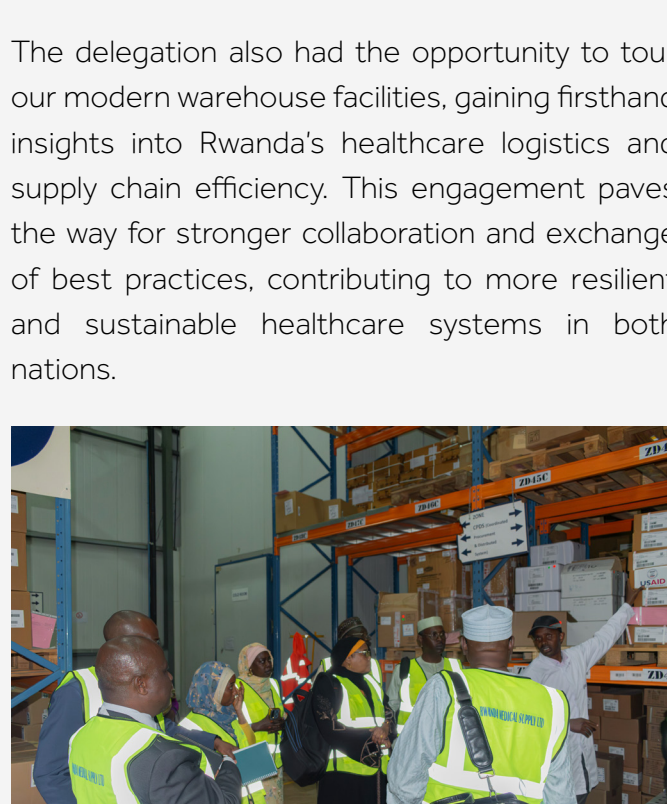
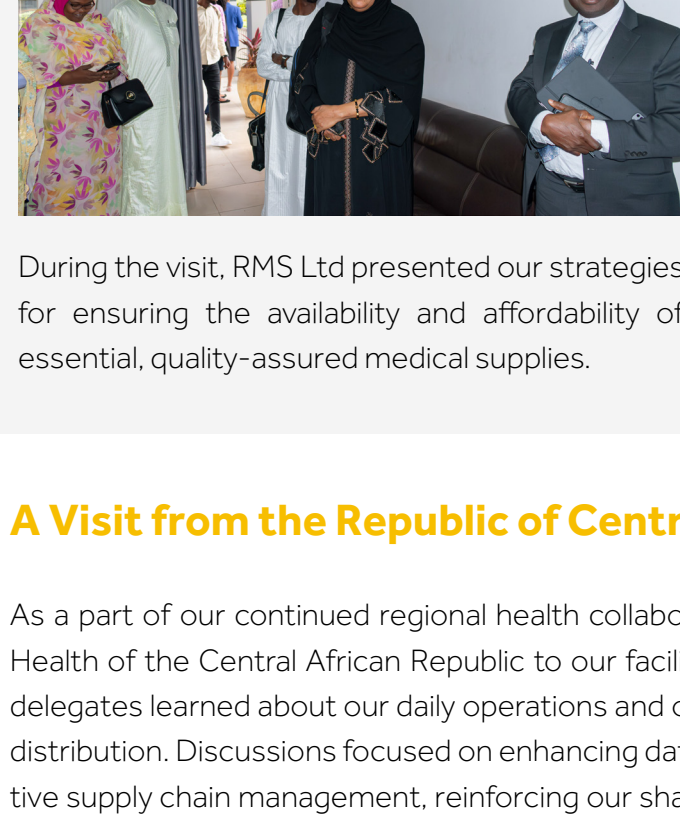
DELIVERING SUPPLIES, BUILDING TRUST

Welcome to the Second Edition of the Rwanda Medical Supply Ltd Newsletter!

Thank you for joining us once again. In this edition, we continue our mission to keep you informed about the latest developments, advancements, and efforts in Rwanda's healthcare supply chain. As we work towards ensuring that quality medical supplies reach every corner of the country, we are excited to share the progress we've made, the challenges we are overcoming, and the partnerships that are driving positive change. We hope you find this insightful and valuable as we move forward together.

Leadership in Action: RMS Retreat Tackles Challenges and Future Growth

Our Management Team gathered for a one-day strategic retreat an important moment for reflection, collaboration, and forward planning. The retreat provided space for leaders across departments to take stock of ongoing initiatives, address key challenges, and align around shared priorities.

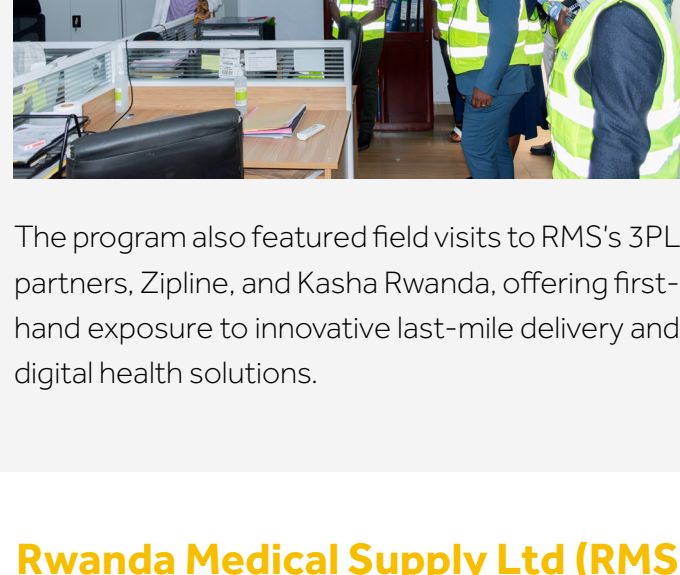


With a strong focus on our Strategic Plan, the team engaged in open dialogue around how we can enhance collaboration, strengthen execution, and drive greater impact across all areas of our operations. It was a productive day marked by candid discussions, creative problem-solving, and a renewed commitment to working together toward our long-term vision.

Strengthening Regional Health Collaboration:

A Visit from the Republic of Chad

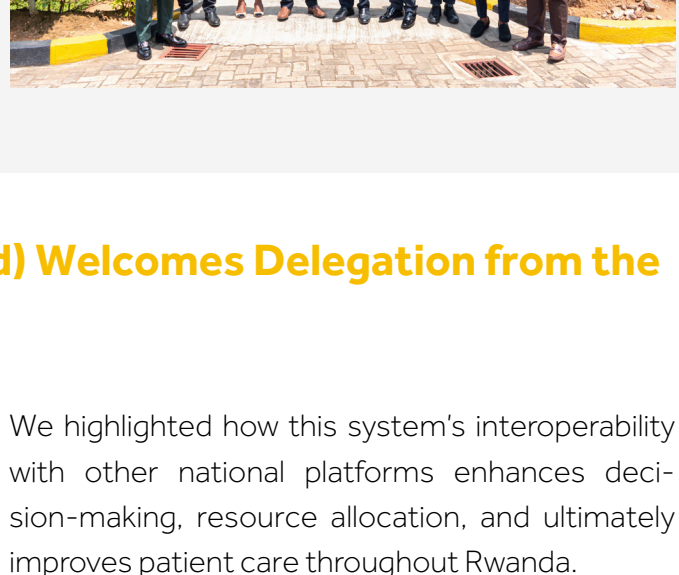
We were honored to host a distinguished 15-member delegation from the Republic of Chad, including senior officials from the Ministry of Finance, Health, Women, and Early Childhood. This visit highlighted our shared goal of improving healthcare systems and ensuring access to quality health commodities.



During the visit, RMS Ltd presented our strategies for ensuring the availability and affordability of essential, quality-assured medical supplies.

Discussions covered key aspects of our end-to-end supply chain, from procurement and warehouse management to delivery.

The delegation also had the opportunity to tour our modern warehouse facilities, gaining firsthand insights into Rwanda's healthcare logistics and supply chain efficiency. This engagement paves the way for stronger collaboration and exchange of best practices, contributing to more resilient and sustainable healthcare systems in both nations.



A Visit from the Republic of Central African Republic

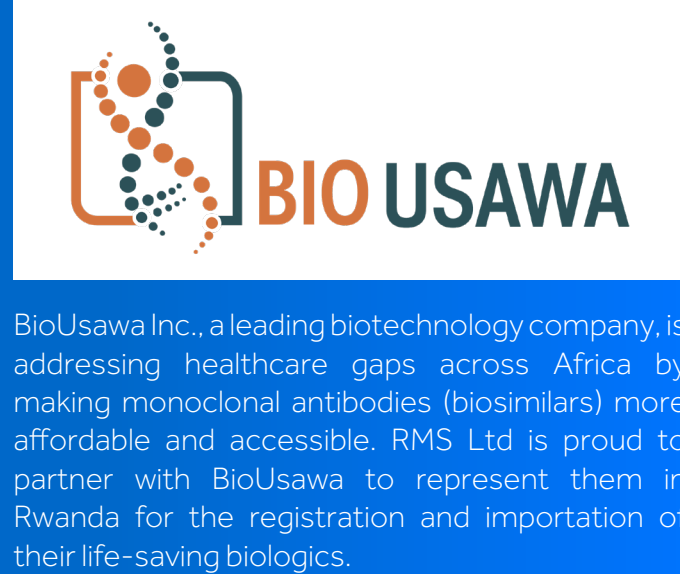
As a part of our continued regional health collaboration, we welcomed a delegation from the Ministry of Health of the Central African Republic to our facilities. The visit included a tour of our warehouse, where delegates learned about our daily operations and ongoing efforts to ensure efficient and reliable medicine distribution. Discussions focused on enhancing data visibility systems and sharing best practices for effective supply chain management, reinforcing our shared commitment to improving health outcomes across the region.



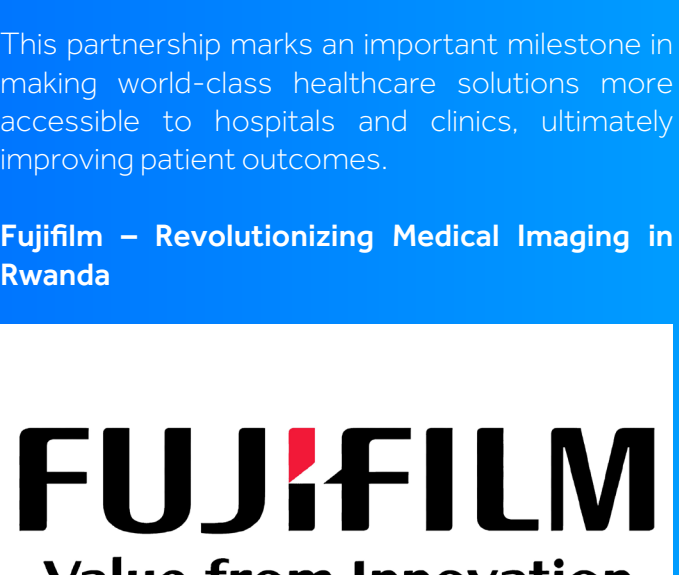
A Visit from Sierra Leone

Rwanda Medical Supply Ltd (RMS) proudly hosted a high-level delegation from Sierra Leone's Ministry of Health, NMSA, and DPS for an extensive study tour aimed at strengthening public health supply chain collaboration between the two countries.

During the visit, the delegation engaged with RMS teams across key operational areas, including quantification and procurement, data visibility systems, financial management, quality management, and warehouse operations.



The program also featured field visits to RMS's SPL partners, Zipline, and Kasha Rwanda, offering firsthand exposure to innovative last-mile delivery and digital health solutions.



This important engagement deepened mutual understanding of each country's supply chain systems and established a strong foundation for future collaboration. Both of our institutions expressed commitment to exploring a strategic partnership that will contribute to stronger, more resilient health outcomes across the region.

Rwanda Medical Supply Ltd (RMS Ltd) Welcomes Delegation from the Government of Senegal

We were honored to host a high-level delegation from the Government of Senegal on a benchmark visit to Rwanda, which included senior representatives from the Ministry of Health, the Prime Minister's Office, and the President's Office. This visit was facilitated by Sand Tech, reflecting a shared commitment to advancing digital innovation in healthcare across Africa.

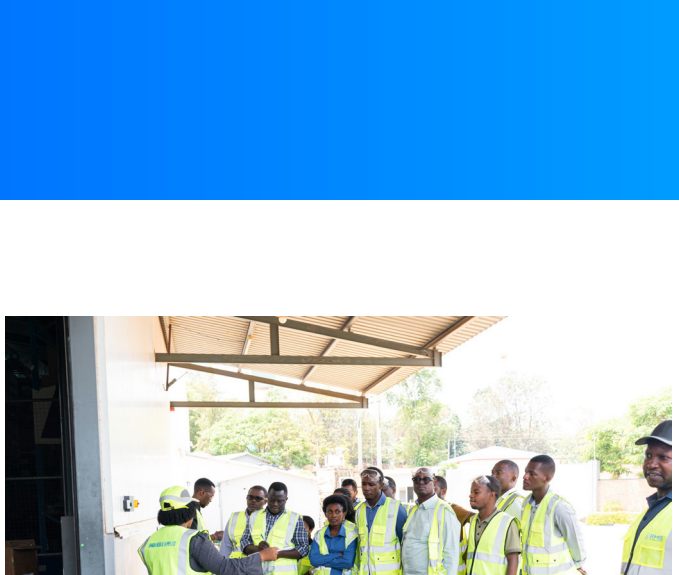


During their visit, we had the opportunity to showcase how RMS Ltd is leveraging cutting-edge technology to transform healthcare delivery. The delegation explored our integrated Data Visibility System, a powerful tool that supports the National Health Intelligence Center (NHIC) by providing real-time access to critical data across the supply chain.

We highlighted how this system's interoperability with other national platforms enhances decision-making, resource allocation, and ultimately improves patient care throughout Rwanda.

This engagement not only demonstrated the potential of technology-driven supply chain systems but also laid the groundwork for meaningful cross-country collaboration.

We are excited about the possibilities of working together to adapt and scale this impactful model beyond Rwanda's borders, strengthening healthcare systems and outcomes across the continent.



Rwanda Medical Supply Ltd. Strengthens Healthcare Access through Strategic Partnerships with Global Suppliers

Within the realm of constantly seeking ways to improve healthcare access, affordability, and quality for our local healthcare institutions, we are making exciting strides to bring cutting-edge medical technologies and life-saving treatments directly to Rwanda through new long-term (LTR) agreements.

This vision is becoming reality through strategic partnerships with globally renowned suppliers—BioUsawa Inc., Philex, Carl Storz, and Fujifilm—whose expertise and innovations are helping us strengthen healthcare delivery where it matters most directly to Rwanda.

These collaborations will not only enhance our capacity to support Rwanda's healthcare needs but also reinforce our ongoing commitment to delivering the highest quality products and services to our customers.

Here's a closer look at the partners helping us bring this vision to life:

BioUsawa Inc. – Advancing Biotech Innovation in Africa



BioUsawa Inc., a leading biotechnology company, is addressing healthcare gaps across Africa by making monoclonal antibodies (biosimilars) more affordable and accessible. RMS Ltd is proud to partner with BioUsawa to represent them in Rwanda for the registration and importation of their life-saving biologics.

This collaboration is particularly significant as BioUsawa plans to establish local manufacturing soon, further strengthening Rwanda's position in the biotechnology and pharmaceutical industries. Through this partnership, we are bringing cutting-edge, high-quality biotech solutions to Rwanda while empowering the nation's healthcare professionals with the tools to deliver better care to patients.

Philex Pharma – Expanding Access to Essential Medicines



In our continued efforts to improve access to critical medicines, we have partnered with Philex Pharma to expand availability, particularly in the areas of oncology and cardiology.

This collaboration with a leading Qatari manufacturer ensures that Rwandan healthcare professionals have timely access to life-saving treatments, while also strengthening ties between Rwanda and Qatar and improving healthcare outcomes at home.

Karl Storz – Advancing Minimally Invasive Surgery (MIS)



As Rwanda's healthcare system evolves, the demand for advanced medical equipment to support minimally invasive surgeries (MIS) continues to grow. Our partnership with Karl Storz, one of the world's leading manufacturers of endoscopes and medical optical equipment, is bringing cutting-edge surgical tools directly to Rwandan hospitals.

With exceptional imaging technology and durable equipment, Karl Storz will help meet Rwanda's increasing need for MIS, enhancing both diagnostic and therapeutic capabilities nationwide.

This partnership marks an important milestone in making world-class healthcare solutions more accessible to hospitals and clinics, ultimately improving patient outcomes.

Fujifilm – Revolutionizing Medical Imaging in Rwanda



Fujifilm is a trusted name in the medical field, renowned for its advanced imaging systems—including MRI, CT scanners, ultrasound devices, and healthcare IT solutions with AI-powered diagnostics. Through our partnership with Fujifilm, we are proud to provide Rwandan healthcare facilities with direct access to these high-end medical imaging technologies.

By making these solutions available locally, we are not only improving the speed and accuracy of diagnoses but also ensuring that healthcare providers can deliver advanced treatments without the delays and high costs often associated with international sourcing.

Why These Partnerships Matter

Our collaborations with global manufacturers are a game-changer for the local healthcare sector, bringing five key benefits:

- 1. Lower Costs:** Working directly with manufacturers means we can offer high-quality medical products at more affordable prices, helping healthcare institutions and patients save money without sacrificing quality.

- 2. Enhanced Quality and Support:** Our local presence ensures better control over the supply chain and compliance with regulations. It also gives healthcare professionals easier access to technical support, training, and warranty services, guaranteeing that essential products are always available and well-maintained.

- 3. Faster Delivery:** With local representation, we significantly reduce delivery times. This ensures that hospitals and clinics get the medical equipment and medicines they need, when they need them.

- 4. Building Local Capacity:** Our partnership with BioUsawa, which is preparing to establish local manufacturing, is a crucial step toward strengthening Rwanda's pharmaceutical and biotech industry. By fostering innovation and technology transfer, we are helping to develop local skills and build a stronger health infrastructure.

- 5. Long-Term Health Impact:** Providing access to advanced tools and technologies—from diagnostic equipment to minimally invasive surgery tools—contributes to better patient care, improved treatment outcomes, and a more sustainable healthcare system for the long haul.

We are excited about these partnerships. They represent an opportunity not just for our company, but for the future of Rwanda's healthcare system. By working with BioUsawa, Philex, Carl Storz, and Fujifilm, we are helping to create a healthier, more self-sufficient Rwanda that has access to the latest medical technologies and the capacity to provide world-class care for its people.

RMS Ltd Hosts Third Cohort of ACES Cold Chain for Global Health Training

We welcomed the third cohort of the Africa Centre of Excellence for Sustainable Cooling and Cold Chain (ACES) as part of their Cold Chain for Global Health Training Program. This visit was a valuable opportunity to exchange knowledge and showcase Rwanda Medical Supply's leadership in cold chain management for health commodities.

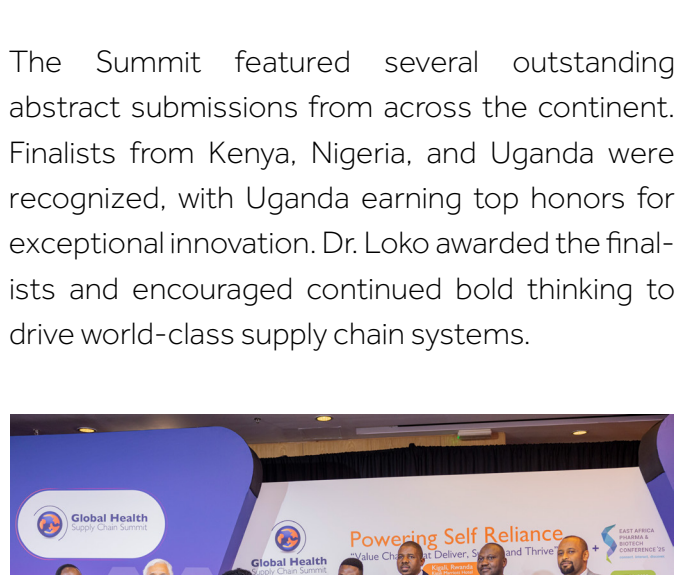
Participants gained first-hand insights into our cold chain operations, including **temperature-controlled storage systems, cold rooms and freezers, and the logistics behind transporting sensitive medical products**. Emphasis was also placed on our **robust safety protocols**, such as fire suppression systems and integrated pest control measures that ensure the integrity and safety of stored products.

Our Quality and Control Manager provided an in-depth overview of how RMS Ltd maintains strict compliance with temperature and humidity standards, manages the storage of vaccines and temperature-sensitive medicines and ensures product efficacy throughout the supply chain.



The visit included a guided tour of our warehouse, where discussions focused on best practices sustainable cold chain management, innovations in monitoring systems, and the critical role of data in ensuring supply chain efficiency and public health outcomes.

We are proud to support capacity building knowledge exchange through initiatives like and remain committed to advancing cold chain excellence across Africa.



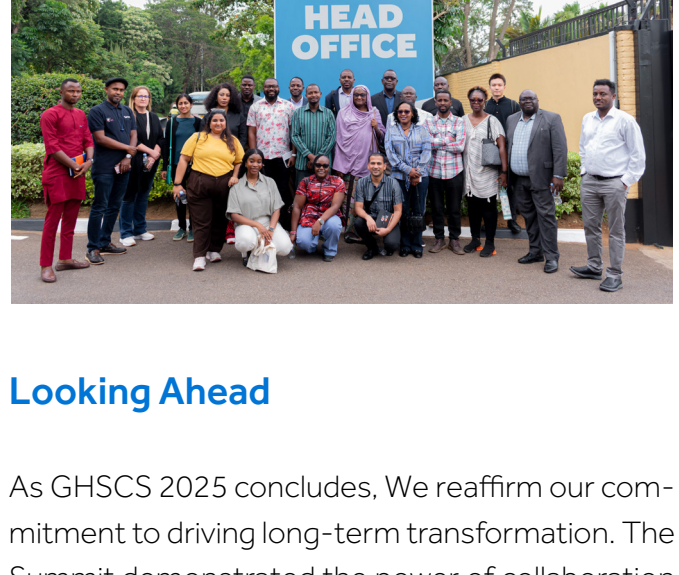
Phase 2 of QMS Audit for ISO 9001 Certification: A Step Towards Excellence

We are proud to announce the commencement of Phase 2 of our Quality Management System (QMS) Audit in collaboration with the Rwanda Standards Board, as part of our journey toward achieving ISO 9001 certification.

This internationally recognized standard will further solidify our commitment to maintaining the highest quality management practices across all aspects of our operations.



The ISO 9001 certification is a significant milestone in our pursuit of excellence, as it focuses on continuous improvement, customer satisfaction, and the delivery of top-tier healthcare supplies. By undergoing this rigorous audit, we are ensuring that every step of our supply chain meets the most stringent standards, helping us provide consistent, reliable, and high-quality products to healthcare providers throughout Rwanda.



This process highlights our dedication to fostering a culture of excellence and innovation, ensuring that Rwanda's healthcare sector has access to the best medical supplies available.

Kigali Regional Hub Achieves Full Integration Under the Design Network Optimization Initiative

As part of the ongoing Design Network Optimization initiative, Rwanda Medical Supply Ltd (RMS) has reached a major milestone: the full consolidation of all planned branches into the Kigali Regional Hub. This achievement reflects nearly two years of coordinated effort, structural refinement, and operational transformation aimed at improving service delivery across Rwanda.

A Journey That Began in March 2024

The Kigali Hub was established as the pilot model for regionalization within the RMS design and distribution network. Implementation began in March 2024, when the Gasabo, Kicukiro, and Nyarugenge branches were combined into a single operational team located in the Prime Economic Zone. This initial consolidation served as a foundation for progressively integrating additional districts.

Expanding the Hub Structure

The hub steadily grew as more districts came onboard:

- March 2025: Bugesera District began operating under the Kigali Regional Warehouse.

- October 2025: Kamonyi and Rutundo districts were successfully integrated.

- 1 December 2025: The Gicumbi team officially joined the hub after the successful transfer of stock to Kigali.

With the onboarding of Gicumbi, we have now completed the full integration of all branches originally planned for the Kigali Hub. This hub will be serving Seven Districts and 381 Health Facilities, and this consolidated structure presents a significant opportunity to enhance service optimization, streamline operations, and strengthen responsiveness across the network. As the Kigali Hub enters this new phase, maintaining high service standards will require continued collaboration and aligned planning among all stakeholders.



Rwanda Medical Supply Ltd Co-Hosts the 18th Global Health Supply Chain Summit in Kigali

From 17–20 November, We proudly co-hosted the 18th Global Health Supply Chain Summit (GHSCS) in Kigali, marking a special return to the city where the Summit first convened in 2012. Since its inception in 2008, GHSCS has evolved into a premier global platform for advancing research, innovation, and implementation of excellence in health supply chains.



- Geoffrey Beingana, Senior Supply Chain Advisor, addressed the importance of human capital, emphasizing continuous learning and transformative public-private partnerships such as the RMS–Accord collaboration.



Key Highlights

Opening Session:

RMS CEO **Dr. Loko Abraham** welcomed delegates by reaffirming the life-saving role of efficient supply chains, citing Rwanda's recent outbreak responses, including Marburg. He emphasized RMS's commitment to strengthening systems, partnerships, and local capacity.

Expert Insights:

- H.E. Dr. Delese Mimi Amoakoa Darko, Director General of the African Medicines Agency, highlighted procurement as the driving force for value-chain redesign and reiterated Africa's readiness to scale vaccine manufacturing—supported by strong regulatory and supply chain systems.

- Dr. Yvan Butera, Rwanda's Minister of State for Health, called for global collaboration, noting that supply chain fragility is a shared challenge requiring collective solutions.

Thought Leadership Panels:

RMS leaders actively contributed to key discussions:

- Ms. Diana Mutoni, Deputy CEO, joined a panel on procurement-driven value-chain redesign, showcasing RMS's progress in boosting affordability and achieving 95% product availability through strategic partnerships and internal efficiency reforms. RMS is now preparing to adopt AI-driven quantification and forecasting tools.

- Jackson Murwanashyaka, Procurement & Logistics Manager, presented Rwanda's transition from fragmented donor-led procurements to a unified local model—improving availability, affordability, and coordination of health commodities.

Celebrating Innovation

The Summit featured several outstanding abstract submissions from across the continent. Finalists from Kenya, Nigeria, and Uganda were recognized, with Uganda earning top honors for exceptional innovation. Dr. Loko awarded the finalists and encouraged continued bold thinking to drive world-class supply chain systems.

RMS Facility Tour

Throughout the week, RMS welcomed global delegates for an immersive tour of its modern warehousing operations, digital visibility tools, and integrated public health supply chain systems fostering knowledge exchange and highlighting Rwanda's leadership in supply chain transparency and innovation.

Looking Ahead

As GHSCS 2025 concludes, We reaffirm our commitment to driving long-term transformation. The Summit demonstrated the power of collaboration across sectors and countries, reinforcing that Africa is charting a bold path toward resilient, efficient, and people-centered health supply chains.

We extend our gratitude to all participants, partners, and speakers for making this Summit a success.

